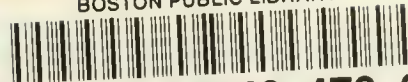


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THE OUTLOOK FOR BOSTON



Development in the 80's

City of Boston
Kevin H. White, Mayor
Boston Redevelopment Authority
Robert J. Ryan, Director



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Development in the 1980's

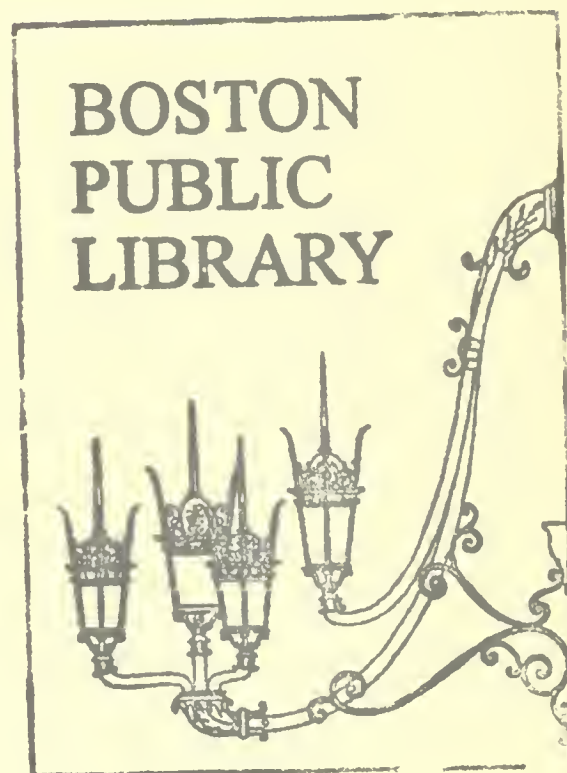
September, 1979

Kevin H. White, Mayor
City of Boston

Robert J. Ryan, Director
Boston Redevelopment Authority

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KEVIN H. WHITE
MAYOR

FOREWORD

Kevin H. White, Mayor
City of Boston

This document is a status report which capsulizes projects underway or in advanced stages of planning and identifies the characteristics of trends in the city's economy which will provide the context for the character of development likely to continue into the next decade.

The material presented in this report leads but to one conclusion -- there is great reason for optimism as Boston enters the 1980's. The progress made over the past decade in Boston will provide the momentum for growth and expansion into the next decade. A New York Times editorial (February 1979) said that "Boston's character has been given new life... All this can be summed up in a word that is not particularly popular right now: planning. Planning saved Boston." As we enter the 80's, that process will not stop. The problems will be different. The resources will be different. The solutions will be different. But Boston in the past decade has combined the vision and the talent to plan for our revitalization, and those same factors will allow us to achieve our planning goals in the years to come.

For my part, I am particularly pleased that our estimates for known future development derive from the strong position the city finds itself in as the 1970's come to a close. Most American cities face the monumental task of setting in motion the dynamics for growth and expansion. But in Boston the climate for expansion now exists. It is our job, as we start this new decade, to make certain that the growth which is inevitable provides the broadest benefits for the people of this city.

To that end, this report will help us make those policy decisions required in managing success. The information in this report helps us realize how far we have come this past ten years, while providing us with a view of the exciting future which lies ahead.

Kevin H. White
Mayor

Boston Redevelopment Authority

Robert J. Ryan, Director

PREFACE

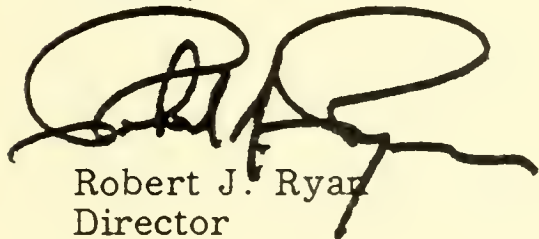
Robert J. Ryan, Director
Boston Redevelopment Authority

Boston today is a city that does not lack for developer interest from firms throughout the country and around the world. That fact, along with market trends which help us make reasonable assessments of our future, shows that Boston in the 1980's will remain an attractive place to live, work, shop and visit.

The role of city strategy in the past decade of development is impressive. Understanding that role provides a better base for planning to meet the next decade's needs and opportunities.

Development activity underway or in advanced stages of planning indicates that Boston has substantial potential for growth in almost every segment of its economy. Our immediate task is to build on the progress we have made in the past and make possible an even brighter future for this city and its people.

We have indicated our areas of strength and also those sectors in which we must improve our position. It is heartening to know that our basic strength in every area far outweighs the potential problems which lie before us. This as well as other efforts of the Boston Redevelopment Authority should do much to help us chart a course for a decade ahead which is as dynamic in every respect as the previous ten years in our history.



Robert J. Ryan
Director

THE OUTLOOK FOR BOSTON - DEVELOPMENT IN THE 1980's

Foreword - Kevin H. White, Mayor, City of Boston

Preface - Robert J. Ryan, Director, Boston Redevelopment Authority

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I. INTRODUCTION

The outlook for development in Boston during the next decade will be determined in great part by the substantial growth this City experienced during the past decade. In reviewing development projects already being planned for the first four years of the next decade, we see an impressive agenda: public and private investment already in the pipeline will amount to approximately \$1 Billion a year. More importantly, Boston has reached a level where the public and private investment of the recent past has set the stage for more directed and quality growth in the future.

Boston in the 1980's will experience a different kind of growth. In the 1970's Boston continued to catch up with itself, making up for the years between 1930 and 1960 when little development of any consequence occurred in Boston. This was true of the private sector and it was even more true for the City itself, which had to invest hundreds of million of dollars to rebuild public facilities and otherwise shore up its downtown area and neighborhoods.

Boston's resurgence in the 1970's centered on the City's historic role as the job center for the metropolitan region. Thus, many office towers have created a new skyline in Boston, and new jobs have been created in the high grade service activities since 1960.

The improvements of the past decade have made the City more attractive to visitors. Development in the future, therefore, will more likely involve new hotels rather than the magnitude of office development which saw the amount of office space in Boston double these past 15 years.

These dramatic improvements in the City's built environment have also made the City a more attractive place to live. Hence, development in the next decade will involve more new private housing construction and continued interest in private renovation of old buildings for residential uses.

With this new influx of residents, retail revitalization will occur both in neighborhoods and downtown to serve this expanded market.

All of which means that Boston today is in the position to control the quality of its development. The City has an opportunity to assert greater control over the design of new projects, the kinds of jobs generated, who gets the jobs and how much it can expect to receive in tax revenues. The city, in short, is now in a stronger position when considering development proposals. Today, the city can focus development.

Over the next four years, investment in this city, both public and private, will amount to more than \$1 billion each year. This document details those developments which are either underway or in advance stages of planning. Other proposals, while less firm, indicate that the depth of the development interest will be maintained through the 1980's.

As Boston enters a new decade, the following points can be made with great certainty:

- o More people will live in Boston than at the present time.
- o More people will work in Boston than now work here.
- o More people will come to Boston to shop than in previous decades.
- o And more people will visit Boston in the 1980's than now visit the city.

The Legacy of the Last Decade

An unprecedented period of growth in Boston has been well documented in a recent BRA report "A Decade of Development in Boston: Projects Completed 1968-1978."

In great contrast to the previous four decades, when virtually no development occurred and Boston suffered a massive population and employment loss, the years between 1968 and 1978 brought:

- 36 new or converted office structures
- 7 new hotels or major additions
- 125 new housing developments
- 27 major medical projects
- 11 major educational developments
- 31 major cultural projects
- massive transportation improvements
- 32 new public schools
- 12 new or renovated fire stations
- over 100 parks and recreational projects
- 8 new or renovated police stations

The "Decade of Development" further documents how the public leadership role and how public policy in the form of planning and public improvements spurred an extraordinary flow of private investment. Taken together, public and private investment totalled nearly \$12 billion, and involved 208,000 man years of construction work.

Boston Enters the 80's - Major Trends

Given investor interest in Boston, and given the trends which favor continued growth and development, the City in the next decade must cope with the problems of success rather than the problems of failure. In an earlier era, the City was pre-occupied with encouraging development and had to commit public funds in massive amounts to encourage private investment. But now development policy must be framed so that new development does not undermine the strength of existing businesses or residential neighborhoods. Boston is perhaps one of the few American cities which, for its own well-being, must pick and choose among development proposals.

The development activity of the 1970's has placed Boston on the verge of an era of growth that will be characterized by private investment that does not require the level of public subsidies needed in the past. Investor confidence in the city is strong because there is a demonstrated market demand -- a clear-cut need -- for housing, office space, retail outlets and new hotels.

- o At present, the vacancy rate for apartments in Boston is at an all-time low. In all but a new neighborhoods of Boston property values are rising and there is a strong demand for housing. A city which had lost one-quarter of its population in a bit more than one decade is now experiencing -- and will experience -- a growth in its population.
- o As Boston begins a new decade the vacancy rate for Class A office space is almost non-existent, (1.7% recently reported). Further, in recent years investors have been renovating vacant Class C office space for a market demanding Class A space. The demand for office space is evidence that Boston's economic base, the high-grade service activities, remains strong and will generate thousands of additional jobs in the 1980's.
- o Faneuil Hall Marketplace has highlighted the city's potential as a place to shop. The increase in sales experienced by downtown retailers as a result of Downtown Crossing, the continued growth of retailing in the Back Bay and City-sponsored revitalization programs for neighborhood shopping centers are an indication that Boston has withstood the competition of suburban shopping centers.
- o More than 25 proposals for new hotels are presently before the city with 10 estimated to be underway within four years. While it is unlikely that all 25 proposals will come to fruition, Boston in the 1980's will experience significant development of hotel space. This is particularly true if the City receives financial assistance from the Commonwealth to expand Hynes Auditorium and thereby double its capacity to attract conventions.

In all those areas which account for growth and development of a city like Boston -- housing, office, retail and hotels -- we are about to experience the level and quality of development that has placed this city in the forefront of American cities experiencing a renaissance, a rejuvenation of its spirit and its sense of purpose. Boston, during the 1980's will continue to be the strong, vital, healthy city it is today.

SUMMARY OF DEVELOPMENT PROJECTS WITHIN 4 YEARS

	Construction Cost in Millions	Number of Developments	Amounts	Jobs	
				Construction	Permanent
<u>Living</u>					
Housing	\$ 338.4	37	5,555 units	7,494	225
<u>Working</u>					
Office	495.3	14	5,901,000 sq.ft.	10,657	29,470
Industrial	53.0	11	1,312,500 sq.ft.	1,522	2,113
<u>Shopping</u>					
Retail	59.2	18	919,000 sq.ft.	2,612	2,283
<u>Visiting</u>					
Hotel	287.0	10	3,751 rooms	6,178	2,533
Convention	35.0	1		875	20
<u>Educational/ Cultural/Medical</u>					
Educational	57.6	6	-	1,585	476
Cultural	112.6	7	-	2,920	490
Medical	168.3	14	-	4,207	3,653
<u>Transportation/ Garages/Other Public</u>					
Transportation	\$1,427.7			35,693	
Garages	116.2	20	9,285 spaces	2,658	100
Other Public	730.0	-	-	18,250	-
<u>-Year Totals</u>	\$3,880.3			93,969	41,315

II. DEVELOPMENT PROJECTS

Large-Scale, Mixed-Use Projects

The remarkable feature of Boston's development prospects is that development of every kind will take place in virtually every area of the city, in the downtown and in outlying neighborhoods. These projects range from development now underway at the Charlestown Navy Yard, or those in advanced planning, such as the revitalization of Columbia Point, to projects which because of their nature will require most of the decade to complete, with the Southwest Corridor being a prime example of such an undertaking.

No less remarkable than the variety of those projects is the scope of these undertakings. The Charlestown Navy Yard, for example, is nothing less than the creation of a residential community where none exists today. The Southwest Corridor will not only provide a new mass transit corridor to serve the city, but inherent in the project is its potential for creating countless new job opportunities through the development of the Corridor.

These large-scale projects also continue the city's effort to reclaim waterfront land that has been underutilized. In rediscovering the priceless asset that is Boston Harbor, the City has a number of large-scale projects which will generate new jobs and also create open space and recreation facilities that add to its unique environmental quality.

In every instance, these large-scale projects are of a magnitude that create a spin-off effect, with the projects themselves providing the catalyst for further growth. They also set the tone for the decade ahead in much the same way that Government Center provided the underpinnings for the development which took place in Boston during the 1970's.

MAJOR MIXED-USE DEVELOPMENTS

	<u>Investment (In millions)</u>	<u>Construction Jobs</u>	<u>Permanent Jobs</u>	<u>Estimated Annual Taxes (In Millions)</u>
Charlestown Shipyard	\$ 200	3,000	20	\$ 3
Lafayette Place	100	2,500	970	1.3
Copley Place	300	7,500	6,115	4.5
Old Federal Reserve	65	1,625	3,932	2.1
South Station I	100	2,500	200	N/A
Southwest Corridor	780	23,340	10,000	15.0
Columbia Point	140	3,500	740	3.
TOTAL	<u>\$ 1,685</u>	<u>43,965</u>	<u>23,757</u>	<u>\$ 28.9</u>

MIXED-USE DEVELOPMENTS

Charlestown Shipyard

Immobiliare New England, developer (Italian based). First phase - 367 housing units, market rate. Parking for 362 cars plus 20 townhouses and marina for 93 boats. Total Phase I private investment \$22 million; BRA bought site from GSA for \$1.7 million with loan from developer; \$2.3 million park underway on 16 acres. Eventual 1,200 housing units on 58 acres, 20,000 s.f. industrial space. Project in total will yield \$3 million in annual tax revenue. 121A granted with agreement between BRA, Charlestown and developer to give qualified Charlestown residents a first opportunity at jobs generated. Total project \$200 million.

Lafayette Place

\$65 million private investment, (including Jordan Marsh portion, project totals \$190 million), financing secured, 121A sought, City to build \$25.8 million, 1,200 car underground garage, development on air-rights above garage. Mondev-Sefrius joint development - Canada/France respectively, UDAG grant for \$8 million received, hotel operator to be Intercontinental Hotels (subsidiary of Pan American World Airways), hotel with 500 rooms and 200,000 s.f. retail space, construction start fall 1979.

Copley Place

\$300 million cost, Urban Investment and Development Corporation, 121A sought, \$211 million permanent financing, \$18 to \$24 million public funds, \$61 million equity; components include 712-room hotel operated by Western International Hotels; 333-car garage; additional 960-room convention-oriented hotel,; 390-foot height limitation on both hotels, 512,000 s.f. retail space including a 113,000 s.f. specialty store, 200,000 s.f. in mall shops, 15,000 s.f. in cinemas, a 35,000 s.f. health club, 8,000 s.f. of community retail, additional 1,200 parking spaces, two office towers totalling 730,000 s.f., 100 units of mixed-income housing; project to be constructed primarily on air-rights over the Mass Turnpike at Copley Square.

Old Federal Reserve Site

Beacon Companies Developer, \$65 million project including 300-room luxury hotel on 9 floors of recycled Old Federal Reserve Building, a 750,000 s.f. 39-story office building and a 350-car garage. Construction underway with completion in 1981, 121A granted, 1.8-acre site, approximately \$2 million in property taxes annually.

South Station

MBTA developer after transfer of 24 acres from BRA for \$4.4 million; MBTA will construct 11-track train station in first phase, 600-car parking deck and a major intercity and commuter bus terminal, all for \$100 million --(\$27 million from Federal Railroad Administration, and \$11 million from State). Second phase plan for 1,400-car parking garage, 500-room hotel, and 500,000 s.f. office building.

Southwest Corridor

\$780 million plus development includes \$600 million orange line relocation for 4.7 miles (\$486 million U.S. Department of Transportation and \$121 million in State funds), \$10 million 80-acre park four miles long from Fens to Franklin Park, 500-car parking terminal at Forest Hills MBTA Station, construction underway adjacent to Mass Turnpike.

Columbia Point

The long range development program for Columbia Point calls for the creation of 1,500 units of mixed-income family housing, including 400 elderly apartments and 1,100 family units. Bayside Mall to be reopened as a shopping facility; public improvements to include a new waterfront park, transit station, reconstructed bridges, streets and sewers. Total development cost approximately \$140 million.

Boston as A Place to Live

Of all the trends which provide some indication of Boston's development outlook in the 1980's none is as important as Boston's recent gain in population. This reversal of two decades of population loss shows that people are making the decision to stay in or move to Boston rather than settle in the suburbs.

The stabilization of Boston's population has its most immediate effect in the growing demand for housing in the city. Property values, after a period of slow growth in the early 1970's, are on the upswing. In addition, lender confidence in Boston's neighborhoods is up appreciably. Both the number of home mortgages requested and the number granted by area banks increased since 1975 by 50 percent and 53 percent, respectively.

In most neighborhoods there is evidence that young people of household formation age have made the choice to stay in Boston. And, in many instances, this decision to live in the city has been accompanied by the decision to upgrade and renovate housing, or to live in older buildings which have been converted to residential use.

Several societal trends have helped strengthen the demand for housing in the city and it is reasonable to expect that these same factors of strength in Boston's housing market today will be present throughout the next decade.

The energy crisis --and the added burden of cost and uncertainty that places on commuting--is making more and more people consider city living as an option.

Even if Boston's total population simply remains constant through 1985, the number of persons in the important 20-34 years group - the household formation age - will increase, according to recent projections, by 40%.

It also appears that many of these people of household formation age have made a lifestyle decision which favors city living rather than settlement in the suburbs. In most instances, many of these individuals and/or families have decided that the kind of housing more readily available in the city - townhouse, triple-decker, Victorian mansion, etc., - is very suited to their lifestyle. Many of these new people have a preference for housing located in an area which has historic character.

In addition, the tendency for more women to work after marriage and child-bearing means that more people want to live closer to their jobs. This again favors city living.

And most importantly, the city's ambitious program of neighborhood improvements, including the construction of numerous schools, libraries, fire stations, and neighborhood health centers has upgraded the neighborhoods and set the stage for continued revitalization.

All these factors combined - along with the City's program for development of subsidized housing - has helped increase the net number of housing units in the city by 11,000 over the past decade. At the same time, a significant number of dwelling units were rehabilitated. Another 28,000 dwelling units underwent repairs as a result of the city's Housing Improvement Program, representing an investment of over \$50 million.

Two trends are particularly noteworthy. First, developers are expressing renewed interest in the construction of market rate rental housing in select areas of the city. Second, a considerable number of units will be gained by the recycling of buildings which were not previously used for housing.

Evidence of this growing affinity for the City's neighborhoods is more readily apparent in the 1978 Survey of Boston residents attitudes toward their neighborhoods.* More than 79% of those polled expressed pride in Boston, and another 81% expressed pride in their neighborhood. The study also shows that 59% of Boston's population says they have not considered moving from their neighborhood in the near future. That trend is in sharp contrast with similar surveys in the past when residents were much more pessimistic in their feelings about their neighborhoods.

*Source: Report of Findings: A 1978 Survey of Boston Resident Attitudes Toward Their City, Their Neighborhoods and Its People", conducted for the City of Boston, Office of Program Development, 1978, Concensus, Inc.

HOUSING

\$ 338.4 million investment

7,494 construction jobs

525 permanent jobs

5,555 units

Projects

Exeter Towers I

96 units luxury, \$4.7 million construction cost, at Newbury and Exeter Streets; MB Associates developers; rents, \$450.00 to \$595.00; 121A granted; 118 construction jobs and 5 permanent jobs. Completion, early 1980.

Exeter Towers II

\$5.3 million; 97 units luxury; planned for Boylston and Exeter Streets; 133 construction jobs and 5 permanent jobs.

Devonshire Towers

480 units, luxury apartment building, 41 stories, part of larger mixed-use development, Devonshire Towers Trust of New York City developers; 121A sought; \$28 million construction cost; 700 construction jobs and 8 permanent jobs.

Copley Place

\$5.5 million, 100-unit mixed-income, component of larger mixed-use development; 139 construction jobs and 5 permanent jobs.

Ritz Carlton Condominiums

54 luxury condominiums on top floors of hotel addition, \$4.4 million construction cost, 110 construction jobs and 5 permanent jobs.

Charlestown Shipyard

Immobiare New England developer; first phase \$100 million; 800 luxury units; component of larger development; 1,300 construction jobs and 20 permanent jobs.

Back of the Hill - Mission Hill

Back of the Hill Community Development Association and Greater Boston Community Development Incorporated - joint developers - \$6 million, 125-unit, mixed-income, housing as part of larger development. Agreement reached between Lahey Clinic and community groups for conveyance of development land. 150 construction jobs, 6 permanent jobs.

Bradford Towers I

Stuart Street behind Park Plaza Hotel, next to U. Mass Downtown complex; 142-unit elderly housing; Stanley Chen developer; \$6.9 million, 9 stories. 173 construction jobs, 5 permanent jobs.

Bradford Towers II

Stanley Chen, developer; 87 units of elderly Section 8 housing adjacent to Hotel Bradford; \$3.8 million construction cost; 95 construction jobs and 5 permanent jobs.

South Cove Golden Age Center

26 apartments; HUD Section 202 mortgage loan; \$750,000 construction cost; Essex Street, Chinatown. 23 construction jobs and 4 permanent jobs.

2000 Commonwealth Avenue, Brighton

Overlooking Chestnut Hill Reservoir, Jerome Rappaport developer; 150 units mixed-income units; 90 underground parking spaces; 121A sought; \$9 million construction cost; 225 construction jobs; 8 permanent jobs.

Taurus at Fountain Hill

\$3.3 million construction cost; 73 units MHFA financed; 100% Section 8, 121A granted low-income elderly and families; 83 construction jobs and 4 permanent jobs.

Casa Maria, North End

\$2.7 million housing project; 75 units elderly; 121A granted; under construction. Located in North End at Thatcher/Endicott/Cooper and Lynn; 68 construction jobs and 4 permanent jobs.

Viviendas La Victoria II

207-unit townhouse housing project in South End at Shawmut/West Newton/Pembroke/West Dedham Streets; HUD 100% rental subsidy for lower-income families. Begin construction late 1979. \$11.4 million development cost; 285 construction jobs and 10 permanent jobs.

Keystone Apartments

\$9 million construction cost for conversion of former camera factory to 233 elderly units; Corcoran, Mullins, and Jennison, developers. 121A granted. Site adjacent to expressway in Dorchester. 225 construction jobs and 8 permanent jobs.

The Greenhouse

\$17 million construction cost; 306-unit luxury apartment complex on Huntington Avenue at West Newton Street next to Colonnade Hotel. Ron Nicholson Associates, developer; twin, 12-story structures, connected by glass greenhouse. Site owned by Christian Science Center. Rents: \$500 to \$1,000 per month. 121A granted. 425 construction jobs and 12 permanent jobs.

Savin Hill Apartments

130 Auckland Street, Dorchester - Corcoran, Mullins, and Jennison, developers; \$5.5 million construction cost, 132 units; 138 construction jobs and 4 permanent jobs.

Woodbourne Housing

Jamaica Plain, 300-336 Hyde Park Avenue; 75 units; 121A granted; \$4.1 million construction cost; 103 construction jobs and 4 permanent jobs. Construction underway.

Rowes Wharf

\$25 million construction cost. Carzis/Rowes Wharf Associates, developers; 191 luxury condominiums; \$125 - 150,000. 625 construction jobs and 8 permanent jobs.

Lincoln Wharf

Property owned by MBTA; San Marco Lay Society, developer; conversion of power plant to 150 condominiums; moderate price range, \$45,000 to \$60,000 per unit. \$7 million development cost. 175 construction and 4 permanent jobs.

Weld School Conversion

156 Rowe Street, Roslindale, \$525,000 conversion to 14 units elderly, 10% Section 8, 121A granted; 16 construction jobs, and 1 permanent job.

Mason Place

Conversion of old Blue Cross/Blue Shield building by State Street Development Company to 129 elderly units, \$3 million cost, 121A granted, construction underway, 92 construction jobs and 5 permanent.

Marcus Garvey Gardens

Roxbury Action Program, 161 units, 100% Section 8 rent subsidies, at John Eliot Square (Highland and Norfolk), 121A sought, \$8.0 million, 200 construction jobs and 5 permanent.

351-367 Massachusetts Avenue

St. Botolph Terrace Associates, major rehab of 9 buildings to 52 units, 100% Section 8, \$1.7 million, 52 construction jobs, and 2 permanent jobs.

Victory Gardens

87 units, \$3 million MHFA financed Section 8, Orleans Street, East Boston, 75 construction jobs, and 4 permanent.

Charles Street Garage Recycling

Beacon Hill at Charles Circle, Robert H. Kuehn of Housing Economics, 78 units market rate in combination with Mass. Eye and Ear Infirmary offices and labs, \$4.3 million, 131 construction jobs, and 6 permanent jobs.

Edison Green

Construction underway on 96 units, subsidized elderly complex, 121A granted, Peabody Construction Company, developers, \$4.8 million, 120 construction jobs, and 4 permanent jobs.

Hemenway Apartments

183 units, major rehab of 8 buildings at Hemenway/Huntington, \$6.6 million, 100% Section 8, 202 construction jobs, and 6 permanent jobs.

Blake Estates

\$6.3 million, 175-unit elderly, 90% Section 8, MHFA financing, at 1344 Hyde Park Avenue, Beacon Companies developers, 121A sought, 158 construction jobs, and 6 permanent jobs.

Commercial Block

Waterfront, \$6 million conversion of warehouse to 34 luxury apartment units, Boston Properties developers, 121A granted, rents from \$475-725, 150 construction jobs, and 5 permanent.

Harvard School Conversion

Charlestown, 30 units elderly, 100% Section 8, 121A granted, construction underway, Charlestown Economic Development Commission developers (called Mary S. Colbert Apts.) \$1.4 million, 43 construction jobs, and 3 permanent.

Stearns Building Conversion

Conversion of department store to elderly housing by State Street Development Company, 140 units, 121A granted, construction underway, \$4.8 million, 100% Section 8, 147 construction jobs, and 6 permanent.

35-88 Peterborough Street

Fenway, \$7.5 million HUD grant to renovate 13 apartment buildings for 220 low- and moderate-income apartments, Continental Wingate, developers, 188 construction jobs, and 6 permanent jobs.

Boston Rehab Associates

Fenway major rehab, 144 units low- and moderate-income, 100% Section 8, \$4.2 million, Clayton and Fish, Peabody Construction Company, developers, 94-98 Chester Streets, 66 The Fenway, 181 Parsons Street, 1391-1395 Commonwealth Avenue, 15 Royce Road, 128 construction jobs, and 6 permanent jobs.

School House 77

Housing Innovations, Inc., developer, four sites in Mattapan and Roxbury, 17 units Dillaway School, Roxbury; 50 units elderly, Garrison School, Roxbury; 40 units elderly Mason School, Mattapan; 21 units family Berger Instruments Factory, Roxbury, Section 8 rent subsidies, \$5 million, 125 construction jobs and 12 permanent jobs.

Adams Street, Dorchester

45 units elderly in two buildings, 445-447 Adams Street, \$2 million HUD rent subsidies for 40 units, Peabody Construction Company, developers, 69 construction jobs and 4 permanent.

Columbia Point

Housing development within the next 4 to 5 years to consist of 160 units of BHA elderly rehab. and 80 units of BHA family rehab at a cost of \$10 million. Funds for this have been approved. In addition, 80 units of elderly and 90 units of family rehab housing will be funded under Section 8 at a cost of \$7.6 million. Finally, as part of the first phase housing, 135 units of Section 235 housing (\$6 million) and 225 units of market rate housing (\$11.2 million) will be constructed. Total first phase cost of housing development is \$34.8 million. Project will generate 306 construction jobs and 10 permanent jobs.

Boston as a Place to Work

Even during that period when Boston's economy experienced little growth, the City maintained its role as job center for the Metropolitan region. And, in the period following World War II, when the City's job base of manufacturing and shipping was sharply eroded and thousands of such jobs were lost, the City began shifting its economic base to high-grade service activities. As a result, the City has gained 60,000 jobs in service activity since 1960, even though it lost 34,000 manufacturing jobs.

Because Boston's job base centers on white-collar work, the amount of office space being built or planned in the city becomes a leading economic indicator of the City's employment prospects. Every estimate about the national economy in the decade ahead notes that service-related jobs will continue to increase, particularly in fields such as medical, business and financial services. Boston has always had great strengths in these areas and will undoubtedly be the beneficiary of these national trends.

It is not surprising, that Boston, after seeing 14 million square feet of new office space construction during the past decade, finds itself today with virtually no Class A office space on the market. There is every indication that expansion of office space will continue at a significant rate.

The city will see the construction of an additional 4.4 million square feet of privately-financed office space and 1.5 million square feet of federal office space over the next four years. This investment will generate over 10,000 construction jobs and result in almost 30,000 permanent jobs.

The most significant employment trend in Boston in the past two years has been the reverse of the trend of job loss in the blue-collar industries. The city's efforts at encouraging industrial development, with creation of the Boston Marine Industrial Park and the Crosstown Industrial Park, has been largely responsible for stemming the loss of manufacturing jobs in Boston. During 1976 and 1977, Boston gained over 4,000 new manufacturing jobs, which is the largest gain in this sector in the last 25 years.

The decision by Digital Equipment Corporation to locate a manufacturing facility in the Crosstown Industrial Park -- and the interest shown by other firms to locate in that park -- bodes well for the future growth of manufacturing-related employment.

Another encouraging trend for Boston's industrial development is seen in the experience of Teradyne, a manufacturer of electronic test equipment. Teradyne was born here, has remained and expanded in the City. Teradyne is seen as the forerunner of similar firms which may decide that Boston is not only a place to start a company but also a place where the company finds the skills and facilities which allow it to expand its operations.

The City has made the decision to concentrate its job-creation efforts in areas where Boston enjoys a competitive advantage, notably its location on a harbor and the maritime-related jobs which can be expected from that. In addition, electronics and instrument manufacturing are fields which show promise for Boston capturing more blue-collar jobs.

There exists the problem that so many of such jobs are captured by suburban rather than Boston residents. The City has begun solving this problem by establishing job-training programs which will help Boston residents improve their competitive position in the job market. For example, the Boston Marine Industrial Park job training center has been very successful training over 200 Boston residents per year, the majority of whom have secured job placement prior to graduation.

In another vein, at the Charlestown Navy Yard project, the City required that the developer agree to a program which gave first opportunity to Charlestown residents and businesses both for construction jobs and permanent jobs generated by the development.

Another innovative program in this area is being instituted with Tufts-New England Medical Center. The City and BRA required that T-NEMC begin annual in-lieu payments to the City based on a certain fee per employee. At the same time, the rate, or head tax, T-NEMC will pay to the City will be less per Boston employee than for each non-Boston employee. In this way, T-NEMC will have an incentive to hire as many Boston residents as possible.

These examples are prototypes of the future directions of policy decisions, now that the City finds itself in a strong development position and able to require proposals that benefit Bostonians through jobs and taxes.

NEW AND RENOVATED OFFICE BUILDINGS

\$495,300,000 million

10,657 construction jobs

29,470 permanent jobs

5,901,000 s.f.

Projects

Old Federal Reserve Site

350-car garage, 300 room hotel, 39-story 750,000 square feet office building, \$53 million development cost for office component, Beacon Companies, Developer, construction start 1979, estimated completion 1981; \$2 million in taxes; recycling of building and adding new space. 1,325 construction jobs, 3,750 permanent jobs.

Copley Place

As part of mixed major development complex, 728,000 square feet of new office space to be constructed at a cost of \$69 million. Office construction will result in 1,725 construction jobs and 3,640 permanent jobs.

Dewey Square Office Tower

One million square feet of new office space to be constructed at Dewey Square, \$80 million development cost, Rose Associates, Developers. 2,000 construction jobs, 5,000 permanent jobs.

53 State Street

One million square feet of office space proposed; \$95 million development cost estimate. 2,375 construction jobs and 5,000 permanent jobs.

Devonshire Towers

As part of new housing complex, 10,000 square feet of new office space planned at a cost of \$1 million. 25 construction jobs; 50 permanent jobs.

State Transportation Building

Demolition underway for construction of 600,000 square feet of new office space at a cost of \$57 million. Project to produce 1,425 construction jobs and 3,000 permanent jobs.

Federal Office Building

960,000 square feet of new office space for the General Services Administration planned at a total cost of \$91 million. Project will create 2,275 construction jobs and 4,800 permanent jobs.

Sanborn Fish Building

Renovation of Sanborn Fish Building underway. 20,000 square feet of office to be renovated at a cost of \$1.3 million. 40 construction jobs and 100 permanent jobs to be created.

New England Telephone Building

Renovation of 217,000 square feet planned at a cost of \$8 million. Project in the downtown waterfront will create 244 construction jobs and 900 net permanent jobs.

45 Milk Street

Renovation of 65,000 square feet of office space underway at a cost of \$2 million. Project will result in 61 construction and 325 permanent jobs.

Fish Pier Offices

As part of MassPort's fish pier rehabilitation project, 76,000 square feet of office space to be renovated at a cost of \$4.6 million. Office renovation will create 141 construction jobs and 380 permanent jobs.

Paine Furniture Building

140,000 square feet of office space planned for renovation at a cost of \$8.4 million. Project to create 257 construction and 350 new permanent jobs.

Sheraton Building

Renovation of 335,000 square feet of space planned at a cost of \$20 million. 611 construction jobs and 1,675 permanent jobs to be created.

U.S. Appraisers Stores

General Services Administration to renovate U.S. Appraisers Store at Atlantic and Northern Avenues in the Downtown Waterfront area. \$5 million construction cost; 153 construction jobs and 500 permanent jobs.

INDUSTRIAL

\$53. million

1,522 construction jobs

2,113 permanent jobs

1,312,500 square feet

Projects

Crosstown Industrial Park, Parcel 2

Healthco, Inc. to be tenant with Boston EDIC and Community Development Corporation of Boston developers; \$1.5 million EDA Grant plus \$5 million EDIC industrial revenue bond, plus \$1.6 million UDAG Funds and EDIC site improvements; 166,000 square feet manufacturing, warehouse, lab facility; total cost \$8.1 million; 203 construction jobs, 300 permanent jobs.

Crosstown Industrial Park Digital, Phase II

Digital equipment corporation was 1st tenant in Crosstown Industrial Park owned by Boston EDIC; occupancy from 1979, with 60,000 square feet addition planned as Phase II; \$2.4 million project; 60 construction jobs, 150 permanent jobs.

Alsen/Mapes Industrial Park

Three of four parcels imminently leased, 160,000 square feet in 2 or 3 buildings, \$6.4 million development cost; in phase, 160 construction jobs, 320 permanent jobs.

Boston Marine Industrial Park - New Tenants

Lease of five buildings imminent: building 31 at 80,000 square feet, building 18 at 114,000 square feet, building 32 (Boston's foreign trade zone) at 360,000 square feet, building 16 at 159,000 and building 54 at 36,000 square feet; varying degrees of private improvements required totalling an estimated \$1.8 million; anticipated net new blue collar jobs of 1,200; 55 construction jobs.

Boston Marine Industrial Park Container Facility

Massport plans fill project starting in 1980 to create land for eventual container facility, filling phase cost estimated at \$25 million; 764 transportation and construction jobs; no permanent jobs within the 4 year period.

Air Freight Forwarding Terminal

Under construction 25,500 square feet, at McLellan Highway (Rt. 1A) East Boston, Burrington Northern Air Freight Developer, \$8 million cost, 20 construction jobs, 43 permanent jobs.

Boston Fish Pier Rehabilitation

Massport plans for \$8.5 million program, 80% EDA Grant, 20% Massport. Four buildings involved. Project just underway. 1st floors fish processing, 2nd floors fish merchants offices, 3rd floors 76,000 square feet office space available. 260 construction jobs, 300 net new jobs.

Boston As A Place To Shop

Boston always had a high share of the regional retail market, but the 1950's and 1960's population shift--and the development of suburban shopping centers--brought an overall decline to the city's share of the regional retail market. However, in the foreseeable future Boston should experience an upswing as a place to shop.

Boston's strategic location within the metropolitan region (more than a half dozen major highways and turnpikes lead into the city), coupled with several events at the national and local level, have brought renewed attention and interest to Boston's retail business.

Public transportation, whether bus, rail or subway, offers service which places Boston at the "hub" of a system that covers 80 surrounding cities and towns. Direct rapid transit to Boston will be enhanced when present MBTA expansion increases mass transit routes from approximately 40 miles to more than 50 miles.

The so called "100 percent corner" at the junction of Washington and Summer Streets has the heaviest pedestrian activity of any spot in New England. And with the added improvements that are part of the Downtown Crossing project, the heart of the retail district is even more attractive to shoppers.

Owing to the pattern of development in this area, the metropolitan region is extremely compact. The distance between downtown and many suburbs is relatively short, and that fact places more than 3 million people within a half hour of Boston.

Over a quarter of a million people come to Boston each day to work and that means the city has a "captive market" which floods the downtown area from 11:00 a.m. to 2:00 p.m. every day of the week.

It is not surprising, then, that several downtown retailers have made significant investments in their downtown operations and that major additions to downtown retailing are in the offing for Boston.

These factors which have been cited to show Boston's advantages as a retail center are underscored by the spirit that has been evident throughout the city as a result of the success enjoyed by Faneuil Hall Marketplace.

The kind of success experienced by Barnes and Noble Bookstore and Woolworths on Washington Street (reported to be one of the most successful such stores in that chain), seem to complement the commitment the city has made to upgrade its central business district through the Downtown Crossing project.

This same vitality can be seen in the Back Bay where high-quality shops, as well as the addition of two high-quality department stores, Sak's Fifth Avenue and Lord & Taylor, have highlighted the continuous growth of retail activity in that area over the past decade or more.

The retail components of future developments such as Lafayette Place and Copley Place are the best evidence available that the private sector is reaffirming Boston's role as a regional shopping center.

With the continued growth of Boston's captive market that should result from expansion of Boston's workforce, and with the resultant increase of Boston's population, Boston's retail market should increase substantially in the near future.

Again and again, it appears as if the old retailing dictum that activity draws more activity is one of the most significant trends favoring Boston retailing in the 1980's. With the addition of Copley Place, the link Downtown Crossing forges with the waterfront area, and the city's continuing program to revitalize neighborhood commercial centers, it is likely that each of Boston's shopping areas will reinforce each other.

NEW AND RENOVATED RETAIL SPACE

\$59.2 million investment

919,000 square feet

2,612 construction jobs

2,283 permanent jobs

Projects

Lafayette Place

As part of a mixed-use development on Lower Washington Street, 200,000 square feet of new retail to be constructed at a cost of \$12 million. Retail construction to produce 327 construction jobs and 500 permanent jobs.

Copley Place

Major multi-use development of Copley Place will include 517,000 square feet of retail space at a construction cost of \$31 million. Retail construction to create 816 construction and 1,293 permanent jobs.

State Transportation Building

New Transportation Office structure on Stuart Street will include 20,000 square feet of retail space. Cost of retail component is estimated at \$1.2 million. Retail portion will create 33 construction and 50 permanent jobs.

Long Wharf Hotel

Downtown Waterfront hotel will include 10,000 square feet of new retail space at a cost of \$.6 million. Retail component will create 16 construction and 25 permanent jobs.

Devonshire Towers

This housing development on upper Washington Street will include 10,000 square feet of new retail space at a cost of \$.6 million. Retail portion will create 16 construction and 25 permanent jobs.

Exeter Towers

Phase I of the Exeter Towers housing development on Newbury Street will include 12,000 square feet of new retail space at a construction cost of \$.7 million. Retail portion will create 20 construction and 30 permanent jobs.

Phase II of Exeter Towers to be constructed along Boylston Street will include an additional 12,000 square feet of retail space at a construction cost of \$.7 million. An additional 20 construction and 30 permanent jobs will be created.

Green House

The Green House housing development will include 8,000 square feet of new retail space at a construction cost of approximately \$5 million. The retail portion will create 13 construction and 20 permanent jobs.

Dock Square Garage

Adjacent to Quincy Market area, the new Dock Square Garage under construction will include 17,000 square feet of retail space at a construction cost of \$1 million. The retail portion will create 28 construction and 42 permanent jobs.

Huntington Place

20,000 square feet of retail space; \$1.2 million construction cost estimate. 33 construction and 50 permanent jobs.

Materials Handling Center

The Materials Handling Center now under construction along Brookline Avenue will include 12,886 square feet of retail space constructed at a cost of \$.7 million. The retail component will create 20 construction and 32 permanent jobs.

Sanborn Fish Building

Renovation of the Sanborn Fish Building will include 10,000 square feet of retail space at a construction cost of \$.6 million. The retail portion will result in 16 construction and 25 permanent jobs.

Back Bay Racquet Club

The renovated Racquet Club along Boylston Street will include 28,000 square feet of retail space at a cost of \$1.5 million. The project, now underway, will create 41 construction and 70 permanent jobs.

Anderson Park

The Anderson Park conversion will include 6,000 square feet of retail at a cost of \$.4 million. This project is underway and will create 10 construction and 15 permanent jobs.

Commercial Block

Renovation of the Commercial Block for housing in the Downtown Waterfront will include 1,780 square feet of retail space at a cost of \$.1 million. The retail portion will create 3 construction and 4 permanent jobs.

Stearns Building

Renovation of the former Stearns Building is underway for housing and will include 7,700 square feet of retail space at a cost of \$.5 million. The retail portion create 13 temporary and 19 permanent jobs.

Parcel 13

Completion of the renovation of Parcel 13 in the Fenway will produce 2,900 square feet of retail at a cost of \$.2 million. 5 construction and 7 permanent jobs.

Eddie Baner - Boylston Street

Renovation project to create 15,000 square feet of retail at a cost of \$.9 million. 25 construction and 38 permanent jobs.

Charlestown Shipyard

20,000 square feet of retail component of \$200 million of overall development. Retail cost \$1 million. 25 construction and 38 permanent jobs.

Boston As A Place To Visit

The Bicentennial celebrations of 1975 and 1976 provided Boston with the opportunity to showcase the widespread improvements which had taken place in every part of the City over the past decade. The Fourth of July concert and fireworks on the Esplanade, the Tall Ships and the visit of Queen Elizabeth II brought thousands of people into the City. These events occurred around the time the Waterfront Park and Faneuil Hall Marketplace opened, both of which projects brought to fruition the ambitious program often termed, "Walkway to the Sea". Thus, people who may not have visited Boston for years found that an area of the City which once housed honky-tonk bars and abandoned warehouses had now become one of the most attractive urban environments in America. The result was that the entire perception of the City was changed for people who lived elsewhere.

Boston, which has always had its historic character and its distinctive architecture as basic attractions, now finds itself viewed as a city which possesses a blend of old and new that makes it the envy of cities across the country. New regional attractions such as the Aquarium, have joined those many cultural and recreation attractions, from the Boston Red Sox to the Boston Symphony Orchestra which have always made Boston an exciting place to visit. More and more a visit to Boston, whether that constitutes a week-long vacation or a day in the city, has become a leisure time activity for countless people from both far and near.

The national and international acclaim Boston has received for its revitalization program has had a clearly discernible impact on the City's potential as a convention center. Boston's potential for attracting convention business is likely to be a major factor in the growth pattern of the City in the 1980's.

Today, Boston is a city which simply lacks the hotel accommodations needed to satisfy the demand of thousands of tourists and conventioners. At the present time, Boston enjoys the highest hotel occupancy rate of any major city in America. The unfortunate aspect of that figure is that Boston, because it lacks sufficient hotel rooms and sizeable convention facilities, is being bypassed by groups which at an earlier time had scheduled meetings in Boston. For Boston to take advantage of the untapped potential, the City must expand its convention facilities at the same time new hotels are built.

The City has taken the initiative on this issue by recommending an expansion of the City-owned Hynes Auditorium. It is estimated that an expanded Hynes would make it possible for Boston to attract twice as many conventions as now visit the City, and expand the local economy connected with tourism, ranging from taxi cabs to restaurants to retailing.

Because the State derives five times as much revenue as the City from convention business, the City has proposed that the Commonwealth of Massachusetts provide 80 percent of the financing needed to carry out the \$35 million Hynes Auditorium expansion project. Legislation which would allow the Commonwealth to participate in this program is now pending before the Massachusetts Legislature.

Tourism will receive another boost in the year 1980, when Boston commemorates the 350th year of its founding with Jubilee 350, a year-long celebration similar in many ways to the Bicentennial festivities.

The City will also continue a number of projects that will make Boston an even more attractive place to visit. Downtown Crossing, which directly benefits the downtown retail district, will make the City's shopping district more attractive, more convenient, and more enjoyable for pedestrians. A number of other such improvements, including the reconstruction of Post Office Square to a series of mini-parks resembling the kind of park in front of Boston Five Cents Savings Bank, will also enhance Boston's appeal as a city oriented to pedestrian use.

Historic shrines, such as Old South Church, the Paul Revere House, and Bunker Hill Monument, are now part of the Boston National Historic Park, and as such, these buildings are maintained by the National Park Service.

In the 1980's, an expanded Museum of Fine Arts, as well as the brand new Kennedy Library at Columbia Point, will create even more reasons to visit Boston. The Kennedy Library alone anticipates nearly one million of visitors per year.

But statistics only bear out what is obvious to anyone who walks the streets of Boston. There is life and vitality both day and night and that level of activity will undoubtedly increase as the City moves forward with its program to revitalize the theatre district. Whether it is a religious feast in the North End, or a Summerthing concert in various parts of the City, or a concert at the Hatch Shell, or a juggler and street musicians, Boston is filled with people who come to visit and enjoy one of America's most attractive cities.

HOTELS

\$287 million investment

6,178 construction jobs

2,533 permanent jobs

3,751 rooms

Projects

Old Federal Reserve Site

Included in this mixed-use development will be a 300 room hotel constructed at a cost of \$27 million. The hotel will create 552 construction and 200 permanent jobs.

Blackstone Hotel

In the historic Blackstone Block, a 160 room European-style hotel will be constructed at a cost of \$9 million. The project will create 184 construction jobs and 107 permanent jobs.

Long Wharf Hotel

As part of the Downtown Waterfront Project, a 395 room hotel will be constructed at a cost of \$30 million. The hotel construction will produce 614 construction and 263 permanent jobs.

Lafayette Place Hotel

The mixed-use Lafayette Place development will include a 500 room hotel at a cost of \$45 million. The hotel portion of the development will create 920 construction and 333 permanent jobs.

Copley Place Hotel

The major new development project adjacent to Copley Square will contain a 712 room hotel as part of the first phase development constructed at a cost of \$64 million. Additional rooms are planned as part of the second phase of the development. The first phase will create 1,311 construction and 475 permanent jobs for the hotel.

Park Square Hotel

A portion of the Park Plaza Project will include a 400 room hotel along Boylston Street constructed at a cost of \$32 million. The hotel portion will produce 828 construction and 300 permanent jobs.

West End Hotel

A 384 room, 13 story hotel is proposed at a cost of \$16 million. The hotel portion will create 327 construction and 256 permanent jobs.

Parcel 7 Hotel

Adjacent to Government Center, a 500 room hotel is proposed at a cost of \$45 million. The project would create 920 construction and 333 permanent jobs.

Logan Airport/MBTA Air-Rights Hotel

350 rooms, Holiday Inn to be constructed at a cost of \$15 million. Parking for 100 cars and a 350 seat restaurant to be included. Project to produce 430 construction and 233 permanent jobs.

Ritz-Carlton Expansion

50 new hotel rooms plus 54 units of condominiums proposed. Construction cost of hotel portion - \$4 million. 92 construction and 33 permanent jobs created by hotel expansion portion.

CONVENTION FACILITIES

\$35 million investment

20 permanent jobs

875 construction jobs

Project

Hynes Auditorium

Hynes Auditorium would be doubled in size (from 150,000 to 300,000 square feet) in three areas: along Boylston Street (three new floors -150,000 s.f.) will be added adjacent to the Sheraton Hotel Lobby on the Park level; and on Prudential Center Plaza where retail and circulation space will be remodelled. Public costs include street and utility work, new parking garage and Hynes Auditorium renovation. 20 permanent and 875 temporary jobs to be created. 25,000 square feet of 1.7 acres is owned by city.

Cultural, Educational, Medical

Boston's role as a medical center, as a location for numerous institutions of higher learning and as a cultural center contribute significantly to the City's economy, its job base, its attraction as a place to live and a place to visit.

Medicine and education combine to provide one out of every six jobs in the City of Boston.

Theater alone contributes an estimated \$20 million to the City's economy each year.

And the international renown of the Boston Symphony Orchestra and the Opera Company of Boston (to single out just two of the City's prominent performing arts organizations) has endowed Boston with the image of a sophisticated, cosmopolitan city, a cultural capital in every sense of the word.

Education, medicine and culture will play an important role in the City's growth and development over the next decade. Perhaps the most important such program in Boston's future involves the City-sponsored Theatre District Revitalization program.

At Mayor White's request the BRA and the Mayor's Office of Cultural Affairs have formulated a program that combines dramatic physical improvements with efforts to build audiences and otherwise help the theatre industry in Boston to regain its historic place as the most important City for theatre in America outside New York City.

As much as \$100 million in public and private investment could be generated in the theatre district within the next decade. But the real key to revitalization of this part of the City rests on the health and well-being of Boston's theatres.

In that regard, there is reason for optimism. In the past year the Opera Company of Boston purchased a former movie theater, the Savoy, and is making that facility into their permanent home. Also in the past year the Metropolitan Center, a non-profit group, has signed a long-term lease which paves the way for conversion of the present Music Hall, one of Boston's great movie palaces, into a performing arts center that will open in November 1980. One of Boston's finest legitimate theatres, the Wilbur, now has new owners and seems assured of continuing as a first-class theatre.

All of these projects are buttressed by the City's plans to upgrade the physical environment of the theatre district through new street lights, landscaping and other street improvements which will infuse the district with color and vitality.

At the same time the City is working with private developers on a number of proposals which would see the conversion of older commercial buildings to residential use. The objective is to create an area that is filled with activity both day and night, with the theatres providing the momentum for renovations and new development.

Other expansion programs for cultural facilities in Boston have included the conversion of the Strand Theatre in Uphams Corner into the Harriet McCormack Center for Performing Arts (affiliated with the University of Massachusetts, Boston). Future projects include a new wing being constructed by the Museum of Fine Arts, and a proposal of the Boston Symphony Orchestra to create a new entrance and plaza on the western side of Symphony Hall.

Significant plans for medical institution expansion include the Massachusetts General Hospital's \$25 million ambulatory care facility, a new \$40 million pediatric wing at Tufts-New England Medical Center, as well as a National Nutrition Center being developed by the U.S. Department of Agriculture in conjunction with Tufts.

Institutions of higher education, having undergone monumental expansion to accommodate the large enrollment caused by the post-World War II baby boom, will not undergo the level of growth experienced in the recent past. However, there is almost \$60 million in educational facilities planned for Boston in the next four years.

CULTURAL

\$112.6 million

2,920 construction jobs

490 permanent jobs

Projects

New Franklin Park Zoo (under construction)

\$21 million program, 525 construction jobs, 20 permanent jobs.

Savoy Theatre Renovation

Recently purchased by Boston Opera Co. for \$855,000; planned major renovation of building plus expansion of stage plus acquisition of abutting properties for ancillary opera facilities, \$6.5 million program, 200 construction jobs, 10 permanent jobs.

Arthur Fiedler Plaza

Boston Symphony Orchestra acquisition of parcels adjacent to Symphony Hall. Demolition and creation of new entrance from new public plaza as part of BSO's 100th Birthday. \$3.5 million, 100 construction jobs, no permanent jobs.

Museum of Fine Arts New Wing

Under construction \$21.5 million wing, 538 construction jobs, 20 permanent jobs.

Metropolitan Center

Expansion and restoration of Music Hall. \$3.5 million program to start late 1979. Includes \$2.1 million stagehouse and support facilities, \$.3 million dressing room and rehearsal stage, \$.35 million rehab auditorium and lobby, \$.25 million lighting and plumbing, 107 construction jobs, and 20 permanent jobs.

Museum Wharf

New home of Children's Museum and Transportation Museum under construction. Conversion of warehouse and wharf area @ \$6.6 million. 200 construction jobs, 20 permanent jobs.

Theatre District Comprehensive Revitalization Program

Plan for over \$100 million in public and private revitalization investment of which one half is expected underway in four to five years (\$50 million). 1,250 construction jobs, estimated 400 permanent jobs.

EDUCATIONAL

\$57.6 million investment

1,585 construction jobs

467 permanent jobs

Projects

New England School of Law Expansion

Major rehabilitation of 156 Stuart Street (old New England Life Insurance Building); 37,000 sq. ft.; \$1.5 million construction cost; 46 construction and 92 permanent jobs.

Northeastern University Dormitory

Housing for 400 students; \$4 million cost; 10 story building with 5 story wing; 100 construction jobs and 4 permanent jobs.

Massachusetts College of Art - Relocation

Proposed college move from Huntington Avenue to Charlestown Shipyard Building 149. \$16 million cost; conversion of existing structures; 320,000 sq. ft.; 489 construction jobs and 200 permanent jobs.

Huntington Place Plan

\$14 million construction cost for dormitory for 800 students; 5.4 acre site; 350 construction and 10 permanent jobs.

Boston College Office, Classroom, Theatre Building

800 student dormitory under construction; \$10 million construction cost plus new theater - \$3.6 million. 340 construction and 20 permanent jobs.

Suffolk University Expansion

\$8.5 million expansion and rehab of 12 story United Way Building on Somerset Street; classrooms and office space, 260 construction jobs and 150 permanent jobs.

MEDICAL

\$168.3 million investment

4,207 construction jobs

3,653 permanent jobs

Projects

New England Medical Center Pediatrics Complex

\$40 million pediatrics hospital on Washington Street and above it in the South Cove. 96 beds, clinics, doctor's offices--construction to begin in fall of 1979 with completion estimated in 1982; will replace "floating" hospital. 276,000 total square feet; 1,000 construction and 690 permanent jobs.

Nutrition Research Center

Corner Washington/Stuart Streets; federally financed by U.S. Department of Agriculture; \$23 million construction cost; Tufts involved; construction to begin in fall of 1979; 206,000 sq. ft.; 575 construction and 515 permanent jobs.

Tufts/New England Medical Center Learning Resource Center Facility

\$5 million cost; corner of Harrison and Kneeland Streets; 218,000 sq. ft.; keyed with veterinarian school; 125 construction and 520 permanent jobs.

North End Health Committee's Nursing Home

Richmond and Fulton Streets at mouth of Sumner Tunnel; 144 beds; \$3.5 million construction cost; developer is North End Community Health Center; 69,000 sq. ft.; 88 construction and 173 permanent jobs.

Massachusetts Rehabilitation Hospital Addition

Nashua Street; four story office and laboratory; \$3 million construction cost; 32,096 sq. ft.; 75 construction and 80 permanent jobs.

Servicenter Limited

To be Materials Handling Center for Affiliated Hospitals; 47,627 sq. ft.; part of larger mixed-use development including garage and retail space; Macomber developer; \$2.4 million construction cost; under construction; 60 construction and 96 permanent jobs.

Medical Area Total Energy Plant

Project three-quarters complete; \$30 million for remaining project completion; will provide steam, electricity and chilled water to adjacent institutions replacing 70 year old plant. 750 construction and 10 permanent jobs.

Massachusetts General Hospital, Ambulatory Care Center

\$25 million construction cost; to include doctors offices, out-patient treatment center; 14 stories, 250,000 sq. ft.; 625 construction and 625 permanent jobs.

Affiliated Hospitals Doctors' Office Building

\$3.3 million cost; 6 stories; 54,000 sq. ft.; 82 construction and 135 permanent jobs.

Affiliated Hospitals Laboratory Building

\$7.7 million cost; 110,000 sq. ft.; 14 stories; 192 construction and 220 permanent jobs.

Harvard Community Health Plan

Health care facility, administration and management space, tenant and support facilities; \$11 million construction cost; 432,000 sq. ft.; 275 construction and 1,080 permanent jobs. Nearing completion.

South Cove Nursing Facilities

100 bed nursing home; Shawmut Avenue, South End; \$2.2 million HUD mortgage insurance; 55 construction and 70 permanent jobs.

Boston University Medical Center - Surgical Intensive Care Unit

\$1.6 million; 13,000 sq. ft. expansion of existing medical center emergency facilities; 40 construction and 32 permanent jobs.

Boston University Medical Center - Research Building

Research building for School of Medicine; \$10.6 million; 85,000 sq. ft.; 265 construction jobs and 212 permanent jobs.

TRANSPORTATION

\$1,427.7 million investment

35,693 construction jobs

Numerous transportation projects are expected to be carried out over the next four year period. These projects are funded from a variety of local, state and federal sources and are expected to amount to nearly \$1,427.7 million. Cumulatively, the construction jobs which will be created by projects are in excess of 35,693. Included among these projects are the following:

MBTA Tunnel and Drainage System Rehabilitation	\$ 19.3 million
Other MBTA Projects	\$230
Northern Avenue Bridge	10
Seaport Access Road	5
Chelsea/Water Street Connector	4
Columbus/Tremont Street Reconstruction	10
Various Urban Systems Projects	60
Tobin Bridge Improvements	12.4
Various Bridge Improvements	33
Miscellaneous Street & Highway Improvements	15
Southwest Corridor	700
South Station	112
Central Artery Depression North Section	120
Moran Terminal	30
Eastern Airlines Reservation Center	5
Logan Southwest Terminal Addition	2
Commonwealth Pier Major Rehab	20
Harbor Dredging	40
	\$1,427.7

PARKING GARAGES

\$116.2 million investment

2,658 construction jobs

46 permanent jobs

Many of the development projects anticipated over the next few years include provisions for garage parking facilities. Over 9,285 spaces are currently planned as part of these development projects at a cost of approximately \$116.2 million. The garage portions of these projects would produce 2,658 construction jobs and 46 permanent jobs. These new parking garages are located within the following development projects:

- Old Federal Reserve Site
- Copley Place
- Lafayette Place
- Charlestown Shipyard
- Long Wharf Hotel
- Ritz Carlton Hotel
- Blackstone Hotel
- Airport MBTA Hotel
- Devonshire Towers
- Exeter Towers
- 2000 Commonwealth Avenue Housing
- Green House Housing
- Forest Hills MBTA Station
- Dock Square Garage
- State Transportation Building
- Materials Handling Center
- Huntington Place
- Boston College
- Dewey Square Office Tower
- New England Center

OTHER PUBLIC IMPROVEMENTS

\$730 million investment

18,250 construction jobs

Public investment totalling over \$730 million is anticipated over the next five year period for a variety of projects. Construction activity on these projects will generate nearly 12,250 jobs. Major public improvement projects anticipated include:

Water metering, pipe and sewer improvements (MDC)	\$48.1 million
Water meter, pipe and sewer improvements (BWSC)	95.3
Modified sewer Outfall Tunnel	350.0
City Capital Improvements	240.

III DEVELOPMENT FINANCING

It is doubtful that any city in the country benefited as much as Boston did from the influx of Federal funding programs for urban revitalization over the past decade or more. The millions of dollars the City was able to obtain for renewal activities in Charlestown, the Waterfront, and the South End, for example, helped turn decaying, problem-laden areas into neighborhoods which are now attracting significant private investment. Boston's Waterfront and adjacent Government Center are often cited as national examples of the benefits which can accrue to a city through the proper use of Federal funding programs. Both in the particular and in the aggregate, there is ample evidence in Boston that a city by itself is unable to provide the kind of stimulus needed to encourage investment on the scale experienced by Boston this past decade.

But Boston in the 1980's will not have at its disposal the level of Federal funding for redevelopment that was available in the past. Moreover, the funds available will be obtained from a number of sources, rather than from one major program, such as urban renewal. That may or may not present more difficulties in acquiring these funds than was the case in the 1970's. For example, one major source of Federal funding, Community Block Grant money, is now allocated on a formula basis and the City has little control in determining how much it may receive.

Nevertheless, there are a number of State and Federal programs which can be of assistance to the City as development incentives. The Charlestown Navy Yard, for example, is a project that has obtained funds from at least three different Federal programs. The logistics of how this money is allocated, when it is available, and the whole matter of making sure it is obtained in proper sequence with planned development activity is of outmost importance. Special efforts must be made to target available funds in such a way that they have a maximum impact in terms of facilitating private investment. The 1980's, then, will require that the City exercise great skill in the whole area of grantmanship.

At this point, it seems that the Urban Development Action Grant, as well as Economic Development Administration funds, present an opportunity for Federal funding that can encourage private investment which might otherwise not take place. UDAG and EDA monies are already being used by the City for the Lafayette Place Project, the Charlestown Shipyard and the Blue Hill Avenue revitalization program, and the Boston Marine Industrial Park.

Installation of new utilities throughout the City is being carried out through funding from the Environmental Protection Agency. This source of funding can be, and has been, used to complement street reconstruction that is funded through the Department of Transportation's Urban Systems program.

The City has also been successful in obtaining funds from the Department of Interior for the development of open space and new parks that can, in turn, transform an area so that it is more desirable for private investment.

State government, by locating its new Transportation Building in Park Square, has provided a stimulus for the Park Plaza Renewal Project, and other State programs, such as those provided for subsidized housing, can be of significant value to the City's development program.

But even if public funding is more limited over the next decade the City finds itself with an economic climate where much development can go forward without the assistance required in the past. One Post Office Square, a hotel-office complex that represents an investment of \$65 million, is being done entirely with private funding. In this instance, the demand for office space and new hotel rooms is such that a developer could proceed with this project and obtain the necessary financing with a minimum of participation from the public sector.

IV. TOWARDS THE YEAR 2000

This report has focused on development activity which will take place in the next 4 year period. Realistic estimates beyond that point are difficult to make, given the alterations in economic and financing forces which occur. But a review of the city's goals and strategies to achieve these objectives can provide a vision of Boston by 1990.

One thing is certain about Boston's development prospects both now and in the future. It has been the public policy decisions of this past decade -- and to some extent the decade before that -- which led to the rejuvenation of Boston. This was the thought expressed in a New York Times editorial (February 13, 1979) which lauded Boston's astute planning in recent years.

"This brilliant reclamation of the old city including a decaying waterfront, has been achieved through a combination of restored historic structures, new skyscrapers and public amenities. From the new Government Center to the hugely popular Faneuil Hall Market, Boston's character has been given new life... All this can be summed up in a word that is not particularly popular right now: planning. Planning saved Boston. It saved its real estate, its architectural heritage, its tax base, many of its institutions and its quality as a place to live and work. Planning has guaranteed its future."

This same kind of planning will continue as Boston enters a new decade. This report is but one in a continuing series of studies that will be issued in the months ahead. In charting the next decade of development, city planners will provide a fuller, long-range perspective in the following planning documents:

- (1) "Planning for the Future of Boston and its Neighborhoods."
- (2) "Housing and Neighborhood Revitalization Plan Perspective, 1980-85-90-2000."
- (3) "Boston's Office Industry; a Long-Term Perspective."
- (4) "Boston Harbor Study; Public Access and Public Improvements."
- (5) "Condominiums in Boston: An Update on Supply, Demand, Impact on Housing Market."
- (6) "Public Infrastructure; Needs and Financing Strategy."

- (7) "Planning for Tax Reform in Massachusetts; Needs, Strategies, Impacts."
- (8) "Boston's Neighborhoods; Population, Income, Housing and Public Infrastructure; Economic Base and Private Investment; Prospects and Potential."
- (9) "Employment, Population and Housing Perspectives for Boston, by Neighborhood, for 1985."
- (10) "State of the City Economy."
- (11) "Survey of Boston's Population and Household; a 1980 Census Preview."
- (12) "Boston's Downtown; a Development Plan."
- (13) "Retail Trade; a Medium and Long-Term Plan Perspective."
- (14) "An Economic Policy Model for Boston, the Metro Region and Massachusetts."

The numerous issues raised by Boston's prospects for growth are being addressed. It is an unquestioned fact, for example, that interest in Boston's waterfront is at an all-time high. Therefore, the BRA has taken the initiative in establishing an open and public planning process that is aimed at exploring even greater prospects for Boston's Harbor shoreline, and increasing public access to and along the Harbor's edge from East Boston to Dorchester. An initial report on Boston Harbor is due to be released in the near future and other long-term development programs are being developed for the North Station area.

Similar undertakings are also about to be released for Dorchester's Lower Mills, Roslindale Square and Blue Hill Avenue. In each instance, the City is laying the groundwork for realizing Boston's potential in the decade ahead.

Such efforts provide the underpinning for the policy decisions which set the agenda for the 1980's, and set goals which are based on real opportunities, not wishful thinking.

Only by examining the longer-term perspectives will the City be able to mold, rather than react to change.

Selecting targets also aids the development of new programs or expansion or modification programs already in place.

Based on present information generated by the on-going planning process it is a certainty that Boston will advance on a much broader front than in the past decade.

The expansion of the service activity sector in the 1960's and 1970's provided the foundation for Boston's great progress during those periods. But now market forces indicates that potential growth exists in manufacturing and retail jobs, areas in which Boston had experienced significant job losses since World War II.

Therefore, it is reasonable for the City to establish the goal of creating 12,000 net new industrial jobs by 1990. Already the City has established a public policy to realize this objective. The City is creating industrial parks which by location and design can attract new manufacturing firms. Concurrently, there is an effort underway to expand manpower training programs so that Boston residents can capture a greater share of these new jobs as they are generated.

But, again, it is constant evaluation and analysis of the City's employment base which makes it possible to update and expand training programs so that Boston develops the labor force to take advantage of new job opportunities. Increase in manufacturing jobs -- and the benefits that thus accrue to the City as more of its residents obtain better paying jobs -- can provide the impetus for neighborhood stabilization and revitalization of neighborhood commercial areas.

The many neighborhood revitalization programs established in the past decade are often not as obvious as the large-scale development projects downtown. However, over the past decade Boston's neighborhoods and its people have benefited from the combination of downtown development and neighborhood revitalization. The City has helped shore up neighborhood confidence with its program for encouraging housing improvements through tax rebate. The private investment downtown has created thousands of new jobs (nearly half of Boston's jobs are in the downtown) and have helped increase tax revenues to the City. This continued public and private investment in downtown development will continue to benefit Boston's neighborhoods in the 1980's.

But there is one theme that runs through all the planning that is being done for the decade ahead: the growing attractiveness of the City as a place to live. This one trend will strengthen every neighborhood of Boston.

New residential areas will have been developed along the Fort Point Channel, at the Charlestown Navy Yard and at the revitalized Columbia Point Peninsula. Areas of Dorchester, South End, Roxbury, Jamaica Plain, and others show evidence of new and continued homeownership and residential reinvestment.

Boston Harbor, once neglected and underutilized, will accommodate shipping, manufacturing, and provide areas for recreation and residential development. No longer will the Harbor be cut off from pedestrian or visual access.

All of this will happen because Boston is in the position today to benefit from economic expansion on both the regional and national levels.

As Boston enters the 1980's, there is the potential for continued development that is directed towards the needs of the City and its people. But it is astute planning, the capacity to combine short term action with long-range goals, that will bring the City to a new era of growth and prosperity as it moves towards the 21st century.

